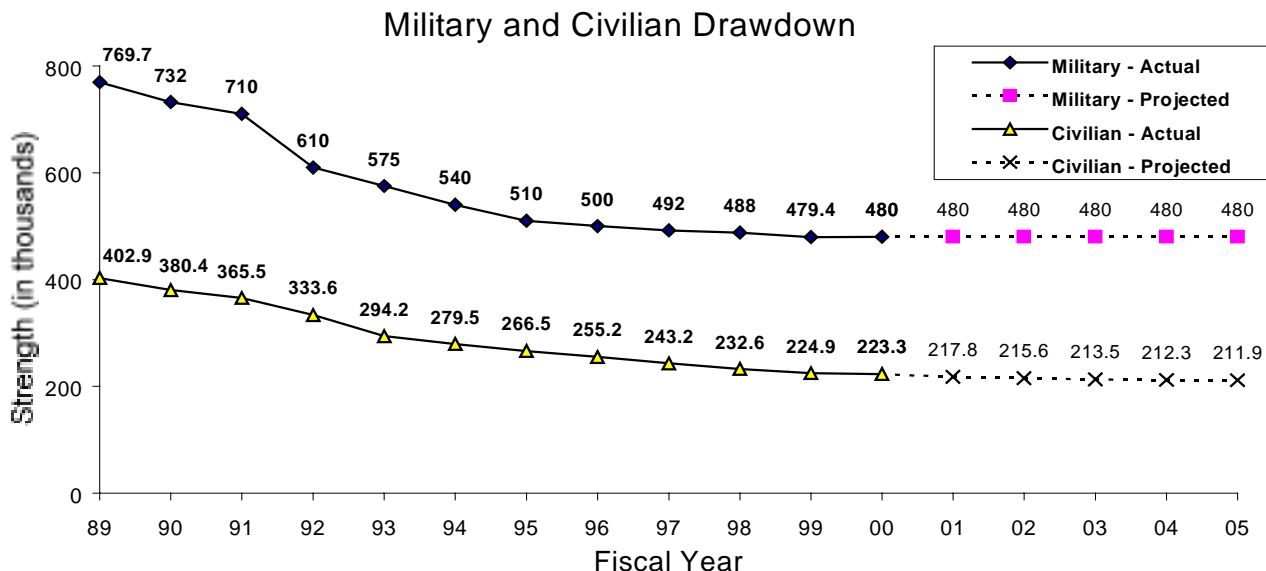


# The Year in Review

## Army's Civilian Work Force

Army civilians have proven themselves to be an integral and vital part of the Army team. They perform critical, mission-essential duties in support of every functional facet of Combat Support and Combat Service Support, both at home and abroad. Serving beside their deployed uniformed compatriots, they also provide the critical skills necessary to ensure the availability of essential combat systems and weaponry, thereby maximizing the fighting capabilities of the combat soldier and success of the Army's wartime mission. Approximately 300 civilians are deployed in support of operations in the Balkans (Joint Guardian in Serbia-Montenegro and the Former Yugoslavian Republic of Macedonia and Joint Forge in Bosnia and Croatia) and Southwest Asia (Southern Watch in Kuwait and Saudi Arabia). The number deployed has remained relatively steady over the last five years.

Though increasing in importance to mission accomplishment, the number of civilians employed by Army has steadily declined as the Army drew down its force. Overall civilian strength (military function only; including foreign national employees and Military Technicians) declined by 1,600 in FY00, from 224.9K to 223.3K. Since the drawdown began in FY89, civilian strength is down 45 percent (from 402.9K) (see Figure 1). Military strength went from 479.4K to 480K over the fiscal year. The total military strength reduction is 38 percent from FY89 strength of 769.7K.



Source: SF113A Report (civilian actual), SIDPERS (military actual) FY02/03 Clinton President's Position (projections).

Figure 1. Drawdown of military and civilian forces as a function of time

The Civilian Human Resource (CHR) community (see performance indicator 1-4 for definition) took its share of reductions, decreasing from 4,029 to 3,780 (a loss of 249 employees) during the fiscal year. Overall, the CHR work force has reduced 48 percent from its FY90 strength of 7,248.

Not surprisingly, Army lost more civilians than it gained in FY00 (see Figure 2). Note that these numbers include military and civil function civilians.

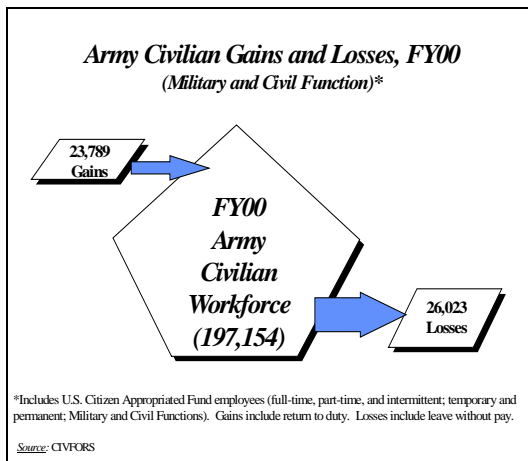


Figure 2. Army civilian gains and losses during FY00

The average age and tenure of the Army civilian has increased since the drawdown began. Average age increased from 43 in FY89 to 47 in FY00. Average years of service increased from 13.5 in FY89 to 17.4 in FY00. There were 16,831 retirement-eligible (defined as optional retirement, not including discontinued service, voluntary early retirement, or Federal Employee Retirement System (FERS)-reduced annuity) Army civilians at the end of FY00. This represented 8.5% of the work force. That is an increase in both absolute numbers (there were 15,799 eligibles in FY99) and in

percent of work force (7.9% in FY99).

### **Change in Leadership**

In May, 2000, the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) announced the selection of Ms. Elizabeth B. Throckmorton as Assistant Deputy (Civilian Personnel Policy) (AD (CPP)). Formerly Chief, Policy and Program Development Division, Ms. Throckmorton replaced Mr. David L. Snyder who was promoted to the Deputy Assistant Secretary of the Army (Civilian Personnel Policy) (DASA (CPP)) following the retirement of Mrs. Carol Ashby Smith.

### **Civilian Personnel Planning and Evaluation**

**Career Program (CP) 10 Strategic Plan/Army Civilian Training, Education and Development System (ACTEDS) Plan.** The Army CHR community conducted a Strategic Planning Workshop to develop a CP-10 Strategic Plan and to focus on the future of the CHR community. Workshop participants created a Leadership and Technical Track for CHR professionals and an Administrative Track for CHR clerks and assistants. These career tracks are fully defined in the revised CHR ACTEDS Plan to be released in FY01. Both the CP-10 Strategic Plan and the ACTEDS Plan are on the Army Civilian Personnel On-Line (CPOL) at <http://www.cpol.army.mil/> in the CPOL Library.

**Strategic Planning.** The FY99-05 CHR Strategic Plan was updated to align with and support the strategic planning efforts of the (ASA(M&RA)). A new goal under *Strategic Civilian*

*Work Force* focuses on streamlining classification and staffing processes so that Army can fully and consistently execute civilian work years. A new Primary Emphasis Area, *Diversity through Opportunity*, embraces Army's commitment for a workforce diverse in people with differing backgrounds, perspectives, education and cultures. The goal for this area is to provide a civilian force that is richly diverse and a work environment that promotes individual respect and collaboration through sharing of different views and perspectives. Major commands continued to develop quality operational plans in support of the Army CHR Strategic Plan.

**Civilian Personnel Management System XXI (CPMS XXI).** In March 2000 the Wexford Group International became involved in assessing the workforce, developing new concepts for human resource systems and workforce planning, and assisting in the implementation of change. The vision for "a high-performing workforce of employees and contractors, with multiple and integrated skill set, capable of adapting quickly to a changing Army mission, and competitive with the nation's best" was developed and strategies to achieve the vision continue to be developed. Meanwhile, several career program managers completed strategic plans to address future workforce requirements for the Army's Total Army Analysis (TAA) process. A proof-of-principle was completed that demonstrated a correlation between changes in military occupational specialty strength and civilian

occupational series strength. The data will support TAA 2009 decisions.

**Defense Reform Initiative Directive 20 (DRID 20) Federal Activities Inventory Reform (FAIR) Act.** The DRID 20 and its legislative equivalent, the FAIR Act, require Army to construct an inventory of inherently governmental Federal positions that, in theory, might be contracted out. The exact number of positions that can or should be reviewed for contracting changes, since provisions for challenge and appeal are built in the law. Although a large number of positions are reviewable for possible contracting, not all positions that are reviewed will be contracted out. The inventory includes provisions for career progression.

**FY99 CHR Annual Evaluation.** The FY99 *CHR Annual Evaluation* was published in March 2000. Major commands, (MACOMs), Civilian Personnel Operation Centers (CPOCs), and Civilian Personnel Advisory Centers (CPACs) received paper copies. The report is available on CPOL in the CPOL Library.

**Program Evaluation 21 (PE21).** An Army workgroup completed a bottom-up review of the corporate-level CHR program evaluation system. MACOMs provided input on what they expected from the headquarters CHR program evaluation. The workgroup reviewed all its current evaluation measures with an emphasis on why each exists, who the customer is, and what the customer does with the

evaluation results. The workgroup also compared Army measures against the US Office of Personnel Management's (OPM) merit systems criteria and Army's Performance Improvement Criteria (APIC). As a result, the workgroup recommended revisions to this year's *Annual Evaluation*, "tightening up" the use of attitude surveys, and a project to measure quality of Resumix referral lists.

### **Army Civilian Personnel Attitude Survey (the Army-wide Survey).**

Army mailed the FY00 Army-wide Survey to approximately 14,400 employees and supervisors in July and distributed results in November. The survey measures dimensions of employee morale, to include satisfaction with job, career, management, and civilian personnel services. Survey results are broken out by MACOM and region. Results of the FY00 survey appear in the Civilian Personnel Effectiveness and Work Force Morale sections of this report. Results for some "topical" questions (which change every few years) appear below. Note that FY99 results, where available, are provided in parentheses for comparison. Overall, results for FY00 show marked improvement over FY99. See CPOL for further detail.

- 96% (90%) of employees and 98% (93%) of supervisors can access the web from their computer at work.
- 79% (67%) of employees and 86% (75%) of supervisors access

CPOL at least once in the last year.

- 53% of employees use the Personnel Management Information Support System (PERMISS).
- 61% (55%) of employees find PERMISS useful.
- 75% of employees use the Vacancy Announcement System.
- 77% (67%) of employees find the Vacancy Announcement useful.
- 67% of employees find online applicant tracking systems easy to use.
- 58% of employees find Resume Builder easy to use.
- 41% (26%) of supervisors use the Position Description (PD) Library.
- 54% (44%) of supervisors feel that PD Library has sufficient PDs to cover their jobs.
- 19% of supervisors use the Fully Automated System for Classification (FASCLASS).
- 62% of supervisors find FASCLASS sufficiently covers their jobs.
- 48% of supervisors use PERMISS.
- 64% (55%) of supervisors find PERMISS useful.

- 31% of supervisors use the Personnel Action Tracking System (PERSACTION)/Modern Defense Civilian Personnel Data System (DCPDS) (33% in FY99 for PERSACTION only).
- 39% (37%) of supervisors say they need more training in PERSACTION.
- 32% of supervisors use Resumix.
- 36% of supervisors are satisfied with quality of candidates when using Resumix. By contrast, 42% of supervisors are dissatisfied.
- 13% (14%) of supervisors report having delegated classification authority.

Other organizations used the Army-wide Survey for their own “special studies,” including the Military Traffic Management Command (MTMC), the US Army Intelligence and Security Command (INSCOM), Non-Appropriated Fund (NAF), and the US Army Civilian Personnel Evaluation Agency (USACPEA).

**Activity Based Costing.** Army developed a functional requirements document based on input from an Army-wide workshop to identify key CHR activities and tasks for costing. The document identifies direct and indirect costs (e.g., overhead and utilities). Army also reviewed a commercial software product used for policy and resource decision-making and developed and pilot tested an Activity Based Cost/Management (ABC/M) system to record key activities and processing time. The North Central

Region CPOC and CPACs will test the ABC/M prototype during the third quarter, FY01.

**Installation Status Report – Services (ISR III).** The Assistant Chief of Staff for Installation Management (ACSIM) developed an ISR-III report to assess service delivery for key Army installation support functions, including CPAC workforce effectiveness. This information, when combined with service based costs, will allow commanders to prioritize and justify allocation of resources that support installation services. CPAC performance measures included CPAC speed in processing recruit/fill actions, total time to process recruit/fill actions (not counted in ISR III calculations), and CPAC customer satisfaction. CPAC speed and total fill time measures were derived from Army automated systems. Local commanders tasked all installation managers and supervisors (including military supervisors) to take a short, web-based Supervisor Assessment of CPAC Performance survey as the measure of customer satisfaction. Results are reported in the CPA Effectiveness section of this report (see performance indicator 2-9).

**Quadrennial Defense Review 2001 (QDR).** This QDR, begun in FY00, will propose fundamental changes to Congress to move the defense establishment into the twenty-first century. These changes cover from adjustments to strategy, force structure, equipment, infrastructure, and human resources. Army intends to include the TDA-TOE linkage previously described in CPMS XXI in

the force structure section of the QDR 01 document.

**Civilian Productivity Reporting System (CivPro).** During FY00 Army focused on making sure CivPro correctly captured the modern DCPDS productivity measures. As a result of the work done converting the Pacific Region to modern DCPDS, Army developed a detailed technical and functional productivity training demonstration module for future modern DCPDS deployments. At the same time, work began to revise the CivPro Standard Operating Procedures and several data elements for both legacy and modern DCPDS sites. The development of new nature of action/legal authority (NOA/LAC) definitions more accurately captured average days to fill. Work also began on the next phase of CivPro to provide a suite of reports presented by both serviced and servicing MACOMs.

**Exit Survey.** Army developed and implemented a web-based exit survey to study the reasons why civilian employees voluntarily leave the Army. All permanent, appropriated fund and non-appropriated fund employees who are leaving Army are asked to complete the survey located at <http://cpol.army.mil/survey/exitsurvey/survey.html>. Installation and Army-wide turnover reports will be available in FY01.

**US Army Civilian Personnel Evaluation Agency (USACPEA).** USACPEA conducted In-Progress Reviews (IPRs) to assess the

progress of regionalization at the North Central and West Regions. The North Central on-site visits included the CPOC at Rock Island and three CPACs (Fort McCoy, U.S. Army Tank-Automotive and Armaments Command, and Rock Island). The West on-site visits covered the CPOC at Fort Huachuca and four CPACs (Fort Lewis, Fort Huachuca, Tooele Army Depot, and South Pacific Division, U.S. Army Corps of Engineers). Additionally, USACPEA completed an Army-wide review of NAF personnel management and special personnel management reviews of Eighth U.S. Army Korea and U.S. Army South. USACPEA also participated in the Manpower and Organization Study of Army Civilian Personnel Regionalization with the U.S. Army Manpower Analysis Agency (USAMAA).

### **Regionalization and Modernization of CHR Services**

The Pacific Region became the first Department of Defense (DoD) site to test and deploy the modern DCPDS. Throughout the fiscal year, the Pacific Region operated the modern DCPDS in a live environment and shared the lessons it learned with the Army and with the entire defense community.

During FY00, the Defense Civilian Personnel Management Service (CPMS) announced a delay in the full deployment of the modern DCPDS until August 2001. This allowed for more time to develop and test the system. Army received permission to field two regions

sooner (the Southwest Region in October 2000 and the North Central Region in November 2000). Army hosted an Army-wide conference at the North Central Region to prepare for deployment.

The website for the modern DCPDS is at <http://cpol.army.mil/modern/>. The site contains information on a wide range of topics including deployment planning and implementation, system functionality, architecture, training, frequently asked questions, briefings, and lessons learned from each of the deployments.

The Saudi Arabia Consolidated Civilian Personnel Office (SACCPO), the last activity to be regionalized in Army, completed its regionalization transition plan. The plan calls for SACCPO to be regionalized during the third quarter, FY01. The SACCPO will convert to the modern DCPDS when the Europe Region deploys, during the fourth quarter, FY01.

### **Advances in the Use of Technology**

The Army Benefits Center – Civilian (ABC-C) at Fort Riley began providing automated benefits services to civilian employees in the West, Southwest, North Central, Army National Capital, Southeast and South Central Regions. All other regions will follow during FY01.

Employees can make changes to their benefits and entitlements either telephonically or through the website at <http://www.abc.army.mil>. Army,

working with DoD, deployed the first site in the operational test and evaluation (OT&E) of the modern DCPDS. The modern DCPDS allows CPOC and CPAC individuals to update an employee's record through a series of online screens.

Army added and improved new automated tools on CPOL to help employees search for jobs.

Additional detail in the use of technology is provided in other sections of the Year in Review.

### **Labor Relations**

**CPOC Coordination.** Army continued to stress the need for coordination between installations and activities and the appropriate CPOCs on issues stemming from grievances, appeals, complaints and settlements which involve an action by the CPOC or which require the CPOC to take some action. Additionally, coordination with the CPOC is required where proposals discussed in negotiations impact on the CPOC operations.

**Bargaining Unit Status Codes.** As a result of numerous error messages in the modern DCPDS stemming from incorrect bargaining unit status (BUS) codes, Army published a bulletin defining the procedures for obtaining BUS codes and for timely inputting of the data into modern DCPDS. The Office of the Secretary of Defense (OSD) adopted these procedures for all the services.



## **Management-Employee Relations**

**Performance Management.** An executive committee composed of Senior Executive Service (SES) and General Officers (GO) recommended modifications to the Total Army Performance Evaluation System (TAPES). A working group convened to determine changes. Those changes will be incorporated into a totally automated system, from development of objectives through payment of awards.

**Alternative Discipline.** A review of alternative discipline programs resulted in the development of objective criteria and a survey to evaluate alternatives to traditional discipline. The survey targets people normally involved in disciplinary actions – supervisors, personnel officials, union officials, and employees. Results are expected to be available in the third quarter, FY01.

**Extremism.** The Secretary of the Army signed a policy statement on extremism applicable to civilian employees. According to the electronic newsletter Fedweek, Army's policy statement was the first of its kind in the Federal government. It can be found at: <http://cpol.army.mil/permis/5911.html>.

## **Staffing**

**Recruitment Strategies.** The Staffing Processes Reengineering and Innovations Group (SPRING) was established to examine,

streamline and simplify the Army's different job-fill processes, eliminate redundant practices not required by law or Title 5, and design and modify tools to support new processes. The SPRING's core group drew expertise and support from across all areas of DASA (CPP) and MACOM CPAC field representatives.

During FY00 the SPRING group studied fill time and quality of candidates across regions. The group found the West Region's job family Inventory-Based Recruitment (IBR) system, using DoD's Resumix automated staffing tool with Army-developed enhancements, to be the most rapid and efficient local merit promotion process.

The SPRING group is developing a plan, scheduled for completion in FY01, for exporting the West's IBR system to the rest of Army with a new Army-wide Merit Promotion Plan and new tools for central database management.

**Veterans Equal Opportunity Act.** Congress revised the Veterans Equal Opportunity Act permitting qualified applicants to apply under merit promotion and if selected, receive a career conditional appointment. Instructions and delegation of authority to implement the provisions of the Act were developed and published.

**Details.** OPM changed the requirements for documenting details of employees to other jobs or duties. This streamlines the process and reduces paperwork documentation requirements.



**Retired Military Waivers.** DoD approved an Army request to revise the approval levels for hire of retired military members within 180 days of retirement. The approval authority is delegated to the MACOMs or to the level above the appointing authority, except for SES selections.

**Civilian Execution Plans.** The DASA (CPP) and the Deputy Assistant Secretary of the Army (Force Management, Manpower, and Resources) (DASA (FMMR)) again issued joint guidance to MACOMs for preparing their Civilian Execution Plans (CEP). The CEPs are used to provide information to the leadership and congress on Army execution and reduction plans. The plans also facilitate execution to budgeted end strength and work year targets.

**Welfare-to-Work.** DoD continued its strong support for the Welfare-to-Work initiative. DoD committed to hire 1,600 employees from the welfare rolls. To date DoD has hired over 4,191 employees from welfare rolls (262% of the original goal). Through outreach and partnerships with Federal agencies and private industry, Army exceeded its goal by over 50%.

**Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Pay (VSIP).** Support continued for downsizing, commercial activity, and workforce reshaping initiatives with voluntary early retirement authority and voluntary separation incentive pay. Both programs are designed to reduce involuntary separations during reduction situations by

increasing voluntary separations. Of the 80 requests, 75 were approved.

**STAIRS Implementation.** During FY00 the Northeast, South Central, and North Central CPOCs migrated from Resumix 4.1 to Resumix 5.3. The West CPOC performed extensive testing and modifications in preparing their migration to Resumix 5.3. Korea initially installed and trained its staff on Resumix 5.3. As part of the modern DCPDS deployment, the Pacific, Southwest, and North Central CPOCs have an interface with modern DCPDS.

**Resume Builder.** Army developed and fielded an automated, on-line Resume Builder that enables applicants to develop, edit, save, and transmit applications for positions. The Resume Builder is available to anyone from the CPOL home page. The Resume Builder feature was first fielded during June 2000.

### **Position Classification**

**Fully Automated System for Classification (FASCLASS).** FASCLASS is now operational at all ten CPOCs. This year Army loaded approximately 66,000 position descriptions into FASCLASS. That brings the total number of FASCLASS position descriptions to 160,769, which represents the conversion of 98% of Army's position descriptions into electronic form.

**FASCLASS II.** Work began on FASCLASS II, a centralized system that connects PD Library and the modern DCPDS. FASCLASS II allows users to access position descriptions from organizational line

diagrams, conduct organizational analyses, and transmit position descriptions directly to the CPAC and CPOC. Work focused primarily on FASCLASS II system design, development and layout.

**Position Description (PD) Library.**

The Army PD Library now contains approximately 11,000 PDs either approved or pending review by MACOMs for use Army-wide.

The PD Library application and database will be integrated within FASCLASS II this year to provide users with one comprehensive system.

**Training and Leader Development**

**Training.** Army continued to work multi-functional issues as it revised procedures for using the Government Purchase Card when paying for approved commercial training up to \$25,000. Multi-functional issues impact comptroller, Defense Finance and Accounting System (DFAS), and personnel. Final guidance will be published during the third quarter, FY01.

**Oracle Training Administration (OTA).** OTA, part of the modern DCPDS, is being deployed in regions that already have modern DCPDS. OTA allows managers and training coordinators to document completed training by entering completed training data directly from individual workstations into modern DCPDS. Feedback from managers at test sites indicates a high level of satisfaction with ease of data entry.

Further evaluation of OTA will continue during 2001.

**Civilian Leader Development.** The Civilian Common Core (CCC) task list is a consolidated list of common leader work behaviors, OPM competencies, and training prescribed by law, Army regulation and other competent authority. It consists of tasks which leaders are expected to perform successfully at specific organizational levels regardless of career program or career field. The CCC task list is available in the Training section of CPOL.

Army conducts diversity training as part of its leader development courses. Army is fully committed to teaching the value and importance of diversity in the work force and work environment.

The Army developed a new Functional Area (FA) 43 Human Resource Management Qualification Course that contains a module on CHR taught by the DASA (CPP) and staff. The first class was held in October 1999.

The Training and Doctrine Command (TRADOC), as Executive Agent for the development of civilian leadership training, began work on the New Employee Orientation (NEO) Guide and Leadership Effectiveness Framework (LEF) Handbook. The NEO and LEF will be completed by the end of FY01.

The "Trail Guide for Army's Future Civilian Leaders" is available on CPOL in the training section. It is a

guide to help employees who aspire to become a senior manager or executive make smart career decisions at any grade level and navigate through the career development sources posted on Army websites.

**Defense Leadership and Management Program (DLAMP).**

During FY00 Army nominated 42 new participants for the DLAMP Class of 2001. Currently, Army has 272 employees participating in the program. Overall, there are 1,200 active participants throughout DoD. Army had one employee among the first eight DLAMP graduates.

Army DLAMP employees have taken full advantage of attendance at the Senior Service Colleges. Army employee representation is well above average for participation in the professional military education (PME) element. Army's PME allocation for FY00 was 13 spaces, but Army filled 23 spaces because it used some of the other Services' allocations. Additionally, Army approved 18 new starts for rotational assignments in FY00. Twenty participants completed their one-year rotational assignments in FY00. For the first cycle of good standing certifications, Army participants overwhelmingly met the requirement.

As required by the DoD Directive 1430.16 that established DLAMP, Army completed its key leadership identification process. Using a special task force chartered to identify DLAMP positions, the group developed and applied corporate criteria to establish a systematic

process for selecting appropriate leadership positions. Pending approval by the Army DLAMP Executive Board, a total of 1,184 General Schedule (GS)/General Merit (GM) through SES positions have been identified.

In evaluating the program, Army DLAMP program managers participated with SOZA, a contractor hired by OSD in FY00. Quality measures and success indicators are being developed and assessed to ensure that DLAMP is accomplishing its intended objective and to look at ways to improve the overall program.

**Program Support**

**Legislative Issues.** The DASA (CPP), along with representatives from OSD, other department components, and the Washington Headquarters Service testified before the House Army Services Committee readiness subcommittee and the House Government Reform and Oversight Committee's civil service subcommittee in March 2000. Army's testimony focused the need for adequate manpower plans and managerial tools (e.g., employee incentives for use in shaping the force) to assure availability of the skills that DoD will need in the future. Army's testimony also emphasized the importance of the civilian intern program as a way of accessing and developing our future civilian leaders.

Army's continued pursuit of two legislative initiatives during FY00 – approval authority for cash awards in

excess of \$10,000 and life insurance for emergency essential DoD employees – resulted in their inclusion in the National Defense Authorization Act for FY01. The one provision authorizes DoD to grant cash awards up to \$25,000 without seeking approval from OPM. The other authorizes civilian employees designated as emergency essential and subject to being deployed to combat areas to elect to participate in the Federal Employees Group Life Insurance program.

**Program Objective Memorandum (POM) 02-07.** Army worked the POM process aggressively to support civilian personnel programs, obtaining funding for 950 interns throughout the POM years as well as adding funds for recruitment bonuses for engineers, computer specialists, computer scientists and operation research analysts. Army also successfully obtained over \$2 million dollars in additional funds for civilian competitive professional development training in each of the POM years and in securing funding for schoolhouse life cycle equipment replacement.

Regionalization funding grew in POM 02-07 by approximately \$3 million dollars per year. The additional funding supported advertising and automation requirements. Funding to support CPACs decreased in the POM years due to a reduction in end strength and the use of a lower civilian costing rate in place of the historical average rate. This produced a net decrease in the program.

**Civilian Personnel OnLine (CPOL) Website.** A comparison of responses between the FY99 and FY00 Army Civilian Personnel Attitude Survey showed increased acceptance and use of CPOL (see previous section on the Army Civilian Personnel Attitude Survey). Army improved across all responses regarding CPOL access, usefulness, and ease of use. This was particularly true of the PERMISS and the Vacancy Announcement system.

One decided improvement in the site was the introduction of a database to support the Resume Builder application. This allowed users not only to create and send resumes via this tool, but also to save, edit, or maintain them to be sent to alternate locations. The supplemental data section of the Resume Builder was extensively modified to incorporate unique requirements for Europe, assuring its expanded use and eliminating obstacles to Europe's use of the Vacancy Announcement Builder on CPOL.

Another major effort was the modification of the CPOL website to assure compliance with Section 508 of the Rehabilitation Act of 1973 and its accessibility to the disabled.

### **Career Management**

**ACTEDS Career Plans.** Many career programs submitted completely revised or updated ACTEDS Career Plans for approval. Army approved complete revisions for CP-11 Comptroller and CP-26 Manpower and Force Management and updates for CP-13 Supply

Management, CP-17 Materiel Maintenance Management and CP-24 Transportation Management.

By the end of FY00, the following ACTEDS Career Plans were still being revised: CP-10 Civilian Human Resource Management (formerly known as Civilian Personnel Administration), CP-16 Engineers and Scientists (E&S) (Nonconstruction), CP-15 Quality and Reliability Assurance, CP-18 E&S (Resources and Construction), CP-34 Intelligence, Career Field (CF) 51 Morale, Welfare and Recreation and CF-53 Medical. In all, 27 ACTEDS Plans can be found in the Training section of CPOL.

**ACTEDS Interns.** In FY00, Army brought on board 237 interns, with 71 outstanding recruit actions still in process at the end of the fiscal year. Several career programs also centrally select interns, making the overall process much faster. For the second year in a row, the intern account fully executed dollars and work years across Army. Army successfully defended POM year funding levels to support 950 interns throughout the POM years.

### **Personnel Demonstration Projects**

**Science and Technology Laboratories.** The Missile Research, Development and Engineering Center (RDEC) and the Aviation RDEC merged to form the US Army Aviation and Missile Command (AMCOM) RDEC. The combined organization follows the Missile RDEC demonstration project

plan and covers 1,947 in its broadbanding and performance pay systems. The AMCOM project and the three personnel demonstrations at the Army Research Laboratory (1,949 employees), the Engineer Research and Development Center (1,437 employees) and the Medical Research and Materiel Command (907 employees) cover a total of 6,240 individuals formerly under the GS system. They represent a variety of professional, technical, and clerical occupations.

Managers at the Army Research Laboratory can now hire employees more quickly due to new competitive examining and distinguished scholastic appointment authorities. The new personnel demonstrations planned at the Communications-Electronics Command and the Tank-Automotive and Armaments Command are now with DoD for approval and may cover another 14,000 employees by FY02.

**DoD Civilian Acquisition Work Force Personnel Demonstration Project.** The DoD Acquisition Work Force Personnel Demonstration Project completed its first Contribution Based Compensation and Appraisal System (CCAS) cycle. The period ranged from six to eight months, depending on each paypool's conversion date. Analysis of feedback identified supervisor training and communication as the weakest link in the CCAS process. The DoD Acquisition Demonstration Project Program Office addressed this by developing an additional training module for supervisors in the demonstration project, to be

distributed during FY01. As of the end of FY00, Army had 23 paypools and 1,607 employees participating in the demonstration project.

### **Functionally-Oriented Initiatives**

**Army Acquisition Workforce (AAW).** Due to concern over the consistently low civilian selection rates for centrally boarded Acquisition Product and Project Manager assignments, Army began a study to identify causes for the low selection rate and potential actions to increase parity as civilians compete with military officers. Areas of weakness affecting the quality of the civilian files include performance and leadership potential ratings and variety of assignments. Army partnered with the Deputy Chief of Staff for Personnel (DCSPER), the acquisition community, and the US Army Personnel Command (PERSCOM) to effect change and improve materials used to review civilian files. Army also encouraged acquisition program efforts to emphasize and provide training on the importance, responsibility, and "how to" of raters and senior raters to render quality assessments. A multi-organizational working group will begin to address policy issues, such as mobility and follow-on assignments, in FY01.

Army continues to work with the Acquisition Career Management Office (ACMO) to re-evaluate and revise the Senior Rater Potential Evaluation form used to assess civilian applicant potential for key and boarded acquisition positions. It is also working with ACMO to finalize

policy and procedures on filling or assigning employees to critical and non-critical acquisition positions. Both efforts should be complete in FY01.

### **Regulatory Reinvention Initiative.**

Army streamlined and simplified the materials in the CPOL Library by rescinding twenty-five civilian personnel regulations and pamphlets, representing material that was redundant or out of date. Only essential information, that which does not duplicate law or regulation, is provisionally retained to avoid policy gaps and to continue the execution of Army's civilian personnel management program.

**Defense Civilian Intelligence Personnel System (DCIPS).** The Intelligence Personnel Management Office (IPMO) conducted on-site personnel management assistance visits to Army commands that contain Civilian Intelligence Personnel Management System (CIPMS) employees and to servicing CPOCs and CPACs to educate and discuss system flexibility and future changes to CIPMS. Representatives from the IPMO, ASA (M&RA), DoD, and DFAS planned and documented the conversion of all CIPMS positions and employees to the Defense Civilian Intelligence Personnel System (DCIPS) effective July 2000, per DoD Directive and ASD (C31) memorandum. The conversion covered approximately 3,700 Army positions. DCIPS is an excepted service personnel management system jointly managed by the ASA (M&RA) and the Deputy Chief of Staff for

Intelligence (DCSINT). Pre-existing CIPMS policies and system flexibilities continue to apply until such time as they are replaced by DCIPS regulations and related guidance, which will occur incrementally.

The IPMO provides weekly summaries to CPOCs and CPACs to improve communication and knowledge of current and future DCIPS policies and programs. More information can be found in the PERMISS section of CPOL.

### **Nonappropriated Fund (NAF) Program**

**Intern Program Plan.** The NAF career personnel management intern program developed in 1999 is on track and will graduate its first intern from Fort Bliss in March 2001. Plans are underway to place two more interns in the program.

**Health Benefits Program.** NAF successfully implemented the DoD-wide uniform health benefits program for Army NAF Instrumentality employees. Employer-paid contributions amounted to 75 percent of the cost, the maximum allowed by DoD. This helps offset the rising health care costs to employees.

**Regulatory Changes.** NAF revised the severance pay calculation formula to provide a greater payment for longer-tenured employees (i.e., those with 10 or more years of service). This change better resembles the appropriated fund formula with certain exceptions.

NAF also expanded the provisions on sick leave to care for a family member with a serious health condition. These provisions mirror the OPM rules and regulations for civil service employees.

### **Standardization through**

**Automation.** NAF is relying more on the use of electronic messaging and information processing to MACOM and field activities. Standardized position guides and job descriptions are in the PD Library section of CPOL for all users. Benefits and entitlements information is accessible worldwide for NAF employees and managers. NAF also developed the first ever electronic NAF employees handbook. DFAS began working on an interface between NAF Financial Services and the modern DCPDS.

**Strategic Planning.** NAF developed a five-year plan with the help of MACOMs encompassing both the operational and policy aspects of the NAF program. The planning process, which was the first developed for the program, includes a variety of proposals to be coordinated for final approval.

**Conference.** NAF offered a "NAF Personnel Track" for the first time at the Garrison Commander/Morale, Welfare, and Recreation (MWR) Directors conference. NAF Personnel Chiefs attended training tracks on personnel and MWR business programs.



**Senior Executive Service (SES)  
Office**

The SES Office obtained a delegation from the ASA (M&RA) for a one-year test to improve fill time. Through April 2001, after consulting with the SES Office, commanders and activity heads may approve rating panel members and voluntary reassignments. Through April 2001, functional officials may approve recruitment plans and referral lists. The ASA (M&RA) retains approval authority for establishing new SES positions, involuntary reassignments, and selections except for selections at highest Army levels, which are approved by the Secretary of the Army. The test supports Army's goal to significantly reduce the time to fill SES positions.

In FY00 the SES Office held a streamlining workshop and worked with commands to reduce a significant number of unnecessary steps in filling SES positions, eliminating an estimated five months off the overall time to fill a position through competitive means. Future plans include additional streamlining workshops and the application of automation tools, including productivity measures, to the SES fill process.

The SES Office conducted "Think SES" workshops at several installations and one conference. These workshops provided an overview of the SES, factors officials consider in SES selections, and advice on developing a career plan and applying for SES jobs. The SES

Office will conduct more workshops in FY01.

**Civilian Personnel Operations  
Management Agency (CPOCMA)**

CPOCMA and Army staff deployed Resumix in the seven stateside regions – six regions on version 5.3 and the West Region on version 4.1. Although the regions that migrated from Resumix 4.1 to Resumix 5.3 experienced a variety of problems, Army staff and the Resumix Corporation helped resolve the problems.

During FY00, the CPOCs and CPOCMA reviewed more than 52,000 GS 07 through GS 12 job descriptions, as part of a review of 5 CFR 551. Full implementation of the study results is expected in FY01.

The CPOCs and CPOCMA fielded a number of position classification "SWAT" Teams. They assisted the Army Corps of Engineers in conducting a nationwide classification accuracy assessment of selected jobs and reviewed the Fair Labor Standards Act (FLSA) designation for more than 75,000 Army civilian employees.

CPOCMA issued guidance to stateside CPOCs on a standard approach to responding to Freedom of Information Act (FOIA) requests. CPOCMA developed a log entry and tracking system and provided it electronically to each of the CPOCs.

The majority of the stateside CPOCs reduced their fill times compared to FY99. Six of the seven stateside

CPOCs met or exceeded their production goals for recruit/fill actions during FY00.

CPOCMA issued guidance governing the establishment of two Customer Focused Divisions to replace the current Classification and Staffing Services Divisions and their subordinate branches. The purpose of the re-organization is to ensure smoother workflow and timelier customer response. The seven stateside CPOCs should have their divisions fully operational during FY01.

CPOCMA continued to use the Charter Team, a team made up of representatives from the CPOCs and Army staff, to develop training modules and job aids to assist CPOCs and CPACs train personnel in the use of the modern DCPDS.

CPOCMA provided directions to the CPOCs to facilitate deployment of modern DCPDS to the regions. The agency helped regions plan for the modern DCPDS (e.g., by publishing guidance, sharing pre-deployment data quality tools) and provided automation support during actual deployment (e.g., by monitoring data integrity, providing quality control reports to CPOC directors and staff, and summarizing lessons learned).

CPOCMA worked with various Army staff offices to identify and resolve automation related issues (e.g., database reindexing and hard disk space sizing). It also instituted a Functional Control Board (FCB) to eliminate duplicative software development efforts CPOC-wide.

CPOCMA continued to ensure an effective Continuity of Operations (COOP) readiness. It worked with each of the 10 regions on COOP related issues to include assessing and housing back-up tapes. Mock COOP exercises were successfully conducted in the West and Pacific regions.

CPOCMA continues to partner with various staff offices to test and validate automation security, replace life cycle equipment, and monitor and resolve Help Desk Expert Automation Tool (HEAT) tickets and configuration management.

CPOCMA conducted more than 50 courses and trained over 1,250 students. It included a new Systems Administration Workshop in the modern DCPDS training to assist in deployment. In addition, CPOCMA administered a competency-based training needs survey for curriculum development, managed CP-10 ACTEDS interns and university training, and supported Navy and Air Force training initiatives.

### **Individual CPOCs**

**Southwest.** The Army Benefits Center - Civilians (ABC-C), located at the Southwest CPOC (SW CPOC) at Fort Riley, became operational. The SW CPOC is evaluating the ABC-C system using a web-based survey at the point-of-service. Results are expected in FY01.

The SW CPOC processed 6,977 recruit/fill actions with an average fill time of 47.5 days.

The region processed 12,592 routine classification actions with an average processing time of 1.3 days and 2,116 non-routine classification actions with an average processing time of 11.3 days.

The SW CPOC took the lead on developing the Integration Plan for all the CPOCs. By fiscal year end, the SW CPOC had re-organized into two Customer Focused Divisions with seven Customer Focused Branches.

The region hosted an annual Commander's Conference. Service commanders, MACOM representatives and the SW CPOC and CPAC staff members participated.

The SW CPOC spent several months preparing for deployment. When the region ran the first mock conversion test, it obtained a very high accuracy rate (99.87%).

**Southeast.** To prepare for modern DCPDS deployment, the SE CPOC evaluated database integrity, developed ground management plans, conducted training and marketing, and completed three mock conversions.

The SE CPOC continued its efforts to foster positive relationships by hosting a CPOC/CPAC conference and completing nearly 60 TDY trips to support customer requirements. The SE CPOC was the first region to deploy the Email Archive System. The SE CPOC installed Microsoft cluster services, re-deployed Meta Frame Citrix to over 4,500 users, deployed the Resumix On-line

Applicant Response (ROAR), an automated tool designed for applicants to view the status of their resumes, and the automated delegated examining candidate evaluation system (DEUCES).

The region deployed Resumix at 16 installations. It processed 5,916 recruit/fill requests with an average fill time of 79.8 days.

The SE CPOC processed 10,780 routine classification actions in an average of 4.3 days and 2,504 non-routine actions in an average of 19.9 days. The region entered nearly 22,000 job descriptions into the FASCLASS database.

The SE CPOC partnered with the Southwest and South Central CPOCs to expand course offerings in the distance learning program, supporting 20 regional classes through on-site and distance learning classes.

**South Central.** The South Central CPOC (SC CPOC) closed 7,898 recruit/fill actions with an average fill time of 58.2 days. The region rated more than 13,000 applications and issued 1,600 referrals using delegated examining authority. In addition, the SC CPOC processed laboratory demonstration project pay adjustments and performance awards on 3,500 employees.

The SC CPOC processed 11,606 routine classification actions with an average processing time of 1.8 days and 1,438 non-routine classification actions with an average processing time of 13.9 days. In addition, its staff spent considerable time in

participating in consistency reviews, processing numerous realignment actions, and assisting management to develop the most efficient organization structures for commercial activities studies.

The SC CPOC participated in the Army Corps of Engineers classification review, as well as the Army-wide review of 5 CFR 551. Preliminary work began on reductions-in-force (RIF) at two activities, including a mock RIF at one. The region finalized RIFs at four other installations.

The SC region offered 80 classroom courses to their customers. They expanded the distance-learning program to 19 courses, more than doubling the classes offered last year. The region updated the DEUCES program for use with an Oracle database. The center also edited data in the Legacy civilian personnel database, installing and configuring automation systems in preparation for the modern DCPDS deployment.

The SC CPOC continued to foster good customer relations by hosting a Commander's Day and a CPAC/CPOC meeting on modern DCPDS, and by visiting installations and activities at least once during the fiscal year.

**Northeast.** The Northeast CPOC (NE CPOC) closed 6,664 recruit/fill actions with an average fill time of 63.1 days, processing approximately 25,000 resumes and more than 51,000 self-nominations through Resumix. It prepared 1,175

delegated examining unit announcements and issued 1,031 certificates. This figure represents nearly a 70 percent increase in the number of announcements, and a 40 percent increase in the number of certificates issued over the previous fiscal year. The region conducted 19 RIFs, 15 effective during FY00.

The NE CPOC conducted a study of the general administrative support positions. The final package, including evaluation statements and job descriptions, resulted in 22 proposed grade changes and 24 proposed series/titles changes, all accepted by the command.

The region processed 14,073 routine classification actions with an average processing time of 1.8 days and 1,980 non-routine classification actions with an average processing time of 15.0 days.

The NE CPOC supported the Title 5 CFR 551 review and successfully completed reviews of many job descriptions and organizational configurations associated with A-76 studies underway in the region. It also completed a number of major organization position reviews, including the review of approximately 600 positions at one of the serviced research laboratories.

The region developed the Northeast Region Tool Set to support the interim Functional Process Improvements (FPI) application users. The Army adopted the framework and a subset of the tools to create the Army Regional Tools in support of modern DCPDS. The

region also developed a new tool to eliminate unnecessary organization and position codes for all serviced activities.

The NE CPOC conducted 419 courses and trained 7,742 employees. Its staff also taught 16 on-site Leadership Education and Development (LEAD) classes.

**North Central.** The North Central CPOC (NC CPOC) led the Army's effort to improve the efficiency and data integrity for the modern DCPDS, while diligently teaming with CPOCMA to posture for a successful modern DCPDS deployment.

The NC CPOC participated in the Army Corps of Engineers classification review and the Army-wide review of 5 CFR 551 and established separate RIF competitive areas for non-dual status military technicians. The region processed 12,453 routine classification actions with an average processing time of 1.1 days and processed 1,319 non-routine classification actions with an average time of 10.2 days. In addition, the region processed 6,971 realignment actions. The NC CPOC also developed and published a guide on supervisory pay differential.

The NC CPOC processed 5,809 recruit/fill actions with an average fill time of 60.0 days. The NC CPOC processed 51,000 other actions resulting in an SF50, and 68,700 actions not resulting in an SF50. The region received 7,534 new recruit/fill actions, an increase of 6 percent, and indicated that 600 new

Military Technician positions will be funded in the future.

The NC CPOC successfully partnered with the CPACs, the US Army Reserve Command and its field commands to exceed the Military Technician floor by six positions. It achieved this result by offering recruitment bonuses, travel, and transportation expenses. The region created more than 6,200 separate vacancy announcements, four standing registers for Unit Administration positions and 1,118 new Military Technician appointments. In addition, the NC CPOC separated more than 250 employees, bringing back 111 of them on non-Military Technician temporary appointments.

The region achieved a milestone in recruiting candidates for centrally funded Army intern positions. Its effort resulted in full execution of FY00 funding and man-year utilization for the program.

The NC CPOC deployed Resumix 5.3. In so doing, the region became the Army baseline for Resumix 5.3 and facilitated the process by issuing lessons learned, workarounds, acceptable certificates, and assistance to other CPOCs.

USACPEA reviewed the NC CPOC. Their review resulted in a positive evaluation, noting a 90% regulatory compliance rate, 99% data integrity and file compliance rates, an absence of pay issues, and a true commitment to partnership.

**National Capital Region.** The Army National Capital Region CPOC (NCR CPOC) conducted 12 production meetings with CPACs and their customers, and processed 4,312 recruit/fill actions with an average processing time of 90.4 days.

The region processed 6,384 routine classification actions with an average processing time of 4.5 days and 2,296 non-routine classification actions with an average processing time of 17.2 days.

The NCR CPOC continued its Tours Program for senior leaders and members of their staffs to visit the center and become familiar with how CHR operates in a regionalized environment.

The region hosted three partnership meetings with CPACs and MACOMs, two modern DCPDS meetings, and a regional workshop for Customer Service Representatives. These meetings, workshops and conferences fostered an exchange of information, joint problem solving and served to improve the relationships between all parties.

The NCR CPOC deployed the Personnel Action Inquiry System (PAIS), an internet-based personnel inquiry system. The system serves as a single entry point for CPACs to report personnel problems. The NCR CPOC also deployed Resumix and the ABC-C, entered 14,992 position descriptions into FASCLASS, completed lifecycle replacement, and implemented the

Official Personnel Folder (OPF) Tracker.

To ensure optimum customer service to its CPAC partners, the NCR CPOC published PERSACTION checklists and developed the regional course, Administrative Point-of-Contact (POC) Training, to increase the knowledge and skills of administrative POCs in preparing personnel actions.

**West.** The West CPOC continued to partner with customers, commanders and CPACs by conducting 49 on-site visits and by hosting the second annual Commander's Civilian Personnel Advisory Council (CCPAC). Serviced commanders, MACOM representatives, and the West Region's CPOC and CPAC staff participated in the CCPAC.

USACPEA completed its review of regionalization in the West Region. The West CPOC received a very positive report. USACPEA noted excellent CPOC staff morale, innovative leadership, 95% staffing regulatory compliance rate, 99% data integrity and file compliance rates, and minimal pay issues.

In addition to the USACPEA review, the West CPOC's recruitment process received additional in-depth review and scrutiny from the Army SPRING group and CPOCMA. They concluded that the West's recruitment method provided more timely referral lists of qualified and available candidates. The region processed approximately 5,029 actions with an average fill time of 52.1 days.

The West processed 7,637 routine classification actions with an average processing time of 2.5 days and non-routine classification actions with a processing time of 16.7 days.

The region prepared and developed automation tools for the modern DCPDS. The West CPOC is on-target for its modern DCPDS deployment, and continues to develop new management information system tools and reports.

The West CPOC re-organized into two Customer Focused Divisions.

The West CPOC tested an Orientation Course on Civilian personnel management and developed a Supervisor's Desk Reference Guide.

**Europe.** The Europe CPOC is under the Civilian Human Resource Management Agency (CHRMA), a field agency of US Army Europe (USAREUR). During FY00, CHRMA focused on partnerships, team building, improving the quality of personnel products and services, and developing and implementing a US/Local National (LN) workforce vision.

The CHRMA Council (CHPMC), which consists of senior leadership from the CPOC, CPACs, and HQ, USAREUR staff, developed an Operational Plan for FY01-02. The plan emphasizes areas such as team building support for CHRMA employees and shaping the US and LN workforce. The plan also provides more specific focus on customer feedback and improvement

of product and service quality. The plan's objectives are based on the results of on-site program evaluations, attitude surveys, and issues identified by the CHPMC. CHRMA expanded its evaluation program from a review of CPAC processes to a CPAC/CPOC process and regulatory review. In addition, CHRMA conducted a Center for Army Leadership internal attitude survey of CHRMA employees.

CHRMA hosted an outside the continental United States (OCONUS) Human Resource Management Conference in Garmisch, Germany. Conference participants identified program requirements to support OCONUS personnel systems and follow on actions to improve support to employees assigned overseas. CHRMA also presented several issue papers documenting program requirements to support those in DoD in deployed positions. Support to deployed civilians continues to evolve. CHRMA made a number of improvements to the Deployed Civilians Website to keep deployed personnel informed. CHRMA also developed a Deployed Civilians Recruitment Report to help organizations track recruitment of civilians for deployed positions.

CHRMA continued using process action teams with representatives from the CPOC, CPACs and HQ, USAREUR staff to develop or improve CHRMA operational business processes. It continues to develop the most efficient processes and to align overseas processes as closely as possible to Army



standardized task lists and to increase standardization within CHRMA.

Overall, production and quality trends improved and backlog reduced. CHRMA processed 9,261 recruit/fill actions with an average processing time of 65.4 days.

CHRMA processed 14,328 routine classification actions with an average processing time of 2.7 days and non-routine classification actions with an average processing time of 22.1 days.

The region conducted 284 courses and trained 5,680 employees.

In FY00 the region had 4,107 pay problems (approximately 340 per month). It resolved approximately 90% of them in the same pay period received. The majority of those not resolved within one pay period involve retroactive pay.

CHRMA abolished six US citizen positions and transferred the function of one US citizen position function in FY00. Work also began on an additional 51 transfer of function actions to occur in FY01.

Use of automation allowed posting of NAF job announcements for the first time on the CHRMA website. Partnership with Army Community Services resulted in extensive Resumix training, improved quality of advice and assistance to customers, and greater use of automation tools and hard copy guides for applicants. CHRMA improved its fill of “hard-to-fill” and critical positions through the

use of extensive advertising and standing referral lists.

Efforts to improve communications and feedback mechanisms with customers greatly improved CHRMA’s ability to deliver quality service. The newly designed CHRMA website provides managers, employees, and applicants with expanded information in a user-friendly format. Applicant information on US, LN, and NAF employment, manager tools and information, living and working overseas, numerous links to related information, and a “What’s New” segment that posts all the latest in policy and procedural guidance are some of the new features. Each CPAC has a separate website featuring information specific to that location. CHRMA developed a marketing plan, built new relationships with a variety of public relations sources, and expanded use of local publications, radio, TV, and inter/intranet informational tools.

**Pacific.** During FY00 the Pacific CPOC devoted its efforts to improving production and service in the midst of the major changes and challenges brought upon by the modern DCPDS and Commercial Activities.

Fill time rose temporarily during the 2<sup>nd</sup> quarter of FY00 but returned to normal levels of 60 days or less the succeeding quarters. The increase in fill time was largely due to modern DCPDS position hierarchy requirements. As a result, the Pacific CPOC spearheaded a major change to modern DCPDS security,

eliminating the labor-intensive maintenance of the position hierarchy for a more efficient process. This change benefits all future sites deploying to modern DCPDS.

The Pacific CPOC sought and implemented tools to access information after modern DCPDS deployment left an information void. It implemented Business Objects reporting tools and provided training to CPAC Personnel Systems Managers, US Army Pacific (USARPAC) DCSPER representatives, and users from the medical center, the garrison, Equal Employment Opportunity and CPOC.

The Pacific CPOC shared several reports it developed with North Central and Southwest CPOCs during their modern DCPDS deployment. The Pacific CPOC developed a Suspense Reports Routing application which the CPOC and CPACs use to review suspenses in modern DCPDS.

The Pacific CPOC has performed a wide range of duties associated with A-76 studies for the past two years. We conducted several mock and real RIFs. Voluntary Early Retirement Act (VERA) and Voluntary Separation Incentive Pay (VSIP) actions were approved.

The region hosted a partnership conference attended by representatives from the CPACs and CPOC. The workshop provided an excellent forum for mutual problem solving and continued strong organizational relationships.

Production continued to grow – the Pacific CPOC processed over 30,000 personnel actions and accepted over 12,000 resumes and 37,000 self-nominations for job vacancies. The region saved managers over \$200,000 in recruitment costs by using its Delegated Examining Authority (cost savings based on OPM charges for routine inventory with register maintenance, manual case examining, and processing applications).

Recognizing the importance of safeguarding data and systems, the Pacific CPOC received approval to relocate certain hardware to an off-site location. Additionally, the region installed corporate software that allows for automatic anti-virus software updates at each workstation without user intervention.

Using centralized training funds, the Pacific CPOC administered web-based applications for Prevention of Sexual Harassment (POSH) and Ethics training, leadership skills training, supervisor correspondence courses, and a train-the-trainer course. The region also developed a process and issued guidance for using a modified version of modern DCPDS OTA that permits data entry of completed training easily and quickly. In all, the Pacific CPOC conducted 20 on-site training courses and trained 823 employees.

**Korea.** The Korea CPOC's primary focus was to find ways to reduce fill time rates through improved internal operating processes and better

coordination between the CPACs and management officials. The Korea CPOC cut its fill time from an average of 105.0 days in FY99 to an average of 83.6 days in FY00. During FY00 the region processed 2,797 recruit/fill actions. The region established separate processing cells in the US recruitment branch for applications, vacancy announcements, and non-recruitment actions. It modified business processes by reducing the open period for vacancy announcements and eliminating pre-referral English language testing of Korean applicants. The region also worked closely with management officials to eliminate duplicate and dead actions from the system.

The Korea CPOC processed 6,085 routine classification actions with an average processing time of 5.7 days and non-routine classification actions with an average processing time of 11.9 days.

The Korea CPOC made considerable progress making civilian personnel products more accessible to customers. It reviewed and incorporated more than 8,700 job descriptions into the on-line FASCLASS system. The Korea CPOC created a Korean website for publishing local national vacancies online. The website is accessible to the Korean public in the Hangul language and is linked to the Korean Employees Union website. Korean applicants may submit their applications on line through this website. The region also installed Resumix and conducted training for CPOC personnel.

The Eighth US Army negotiated a pay increase equivalent to the Korean civil service increase with the Korean Employee Union. This resulted in a 9.7% pay increase for Korean employees that was paid at three different times during FY00. To deal with this unanticipated workload to file more than 30,000 documents, the CPOC obtained a three-week contract for temporary file clerks. This avoided overtime costs and allowed staffing clerks to keep filling jobs.

The Korea CPOC sponsored 53 courses attended by 1,273 people, an increase of 25% over FY99. This represents a 25% increase in both classes and numbers of personnel trained. Training included video teleconferencing between the CPOC classroom in Taegu and the CPAC classroom in Seoul. The CPOC also obtained approval from the Korean Ministry of Labor for coverage of 20 training courses under a reimbursement program that will allow Eighth US Army to obtain up to \$150 reimbursement for each student who completes a course approved by the Korean government.

The region conducted 20 RIFs abolishing 125 Korean National positions affecting 182 employees. It conducted 4 small RIFs on US positions affecting 12 or fewer employees. No US personnel or permanent Korean National personnel were separated as a result of the RIF actions.

The Korean CPOC did not identify any systematic pay problems during FY00. However, it did encounter a

small percentage of pay problems as a result of various reasons. Of those pay problems, the region resolved 10% of them within the same pay period.